

THE
ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BOSTON, MASSACHUSETTS



FORTY-SECOND ANNUAL REPORT
1966



Digitized by the Internet Archive
in 2018 with funding from
Boston Public Library

<https://archive.org/details/isabellastewartg1966isab>



Isabella Stuart Gardner

The Isabella Stewart Gardner Museum

INCORPORATED

Annual Report

for the year 1966



BOSTON, MASSACHUSETTS

1967

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

MALCOLM D. PERKINS, *Vice-President and Secretary*

JOHN LOWELL GARDNER, *Treasurer*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

MASON HAMMOND

STAFF*

ADMINISTRATION

Director
Administrator
Secretary for Administration
Assistant Secretary for Administration
Secretary for Music
Secretary for the Collection
Docents

Photographer

COLLECTION

Conservation Technicians

SECURITY AND MAINTENANCE

Supervisor of Buildings
Security Foreman
Maintenance Foreman
Shop Technicians

Technicians and Watchmen

FLORA A. BERRY
HERBERT A. BERRY
CARL E. BIGHAM
MARY CAMPBELL
MICHAEL CONWAY
MARTIN DAVIS

MICHAEL WALLACE

Guards

BASIL B. DAVISON
ALFRED J. DONNELL
JAMES W. DOWNING
HAROLD J. EDGETT
CARL R. ERLANDSON
JOSEPH FEELEY
HENRY F. FORD
ERNEST GILLIBRAND
ALBERT B. GORDON
HAROLD R. HOLM

GARDENING

Head Gardener (Greenhouse)
Head Gardener (Museum)
Gardeners

MICHAEL COGAVIN
PATRICK J. FLYNN

GEORGE L. STOUT
ROLLIN VAN N. HADLEY
EVELYN BURR
JANET GARDNER
JOHANNA GIWOSKY
CLARA STRAUSS
SHAUNAGH GUINNESS
LINDA V. HEWITT
WILLIAM N. MASON
ROY PERKINSON
JESSIE M. STUART
NICHOLAS A. TRANQUILLO
JOSEPH B. PRATT

YVONNE A. A. COX
DOLLY MANZONI
VINCENZINA ROMANO
ANA WERTELECKI

JOHN J. MARETTI
PATRICK T. NILAND
JOHN J. KENNEDY
MICHAEL FINNERTY
JOHN F. NILAND

JAMES F. HORGAN
JOSEPH V. KELLEY
DENNIS W. MAHONEY
JOSEPH MINIUTTI
PATRICK J. NAUGHTON
ELWIN F. RICH

PATRICK McDONOUGH
JOHN F. McELHINNEY
CHARLES A. McSTRAVICK
CHARLES H. MORSE
PAUL C. PETERSEN
CLEMENT REARDON
JOHN F. REARDON
THOMAS SULLIVAN
WALTER J. WESTWOOD

JOHN F. SULLIVAN
JOHN A. MADDEN

MICHAEL HEAVEY
ROBERT M. MacKENZIE

* On regular duty December 31, 1966.

NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A Certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)

Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

~~Now~~, ~~Therefore~~, I, William M. Olin, Secretary of the Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

Witness my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,
Secretary of the Commonwealth.

Commonwealth of Massachusetts

Acts of 1925 — Chapter 198

An Act to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

Approved March 30, 1925.

EXCERPTS FROM THE WILL AND CODICIL
OF
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the

representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

AGREEMENT OF ASSOCIATION

Commonwealth of Massachusetts

DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is *None* dollars

The par value of its shares is *None* dollars

The number of its shares is *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names this 23rd day of November in the year nineteen hundred and thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

CERTIFICATE OF INCORPORATION

Commonwealth of Massachusetts

Be it known That whereas William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

Witness my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. Cook

Secretary of the Commonwealth.

[Seal]

Commonwealth of Massachusetts

Chapter 126 — Laws of 1937

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

Approved March 23, 1937.

Commonwealth of Massachusetts

Chapter 248 — Laws of 1955

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.

Commonwealth of Massachusetts

PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

Witness, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register.*

Commonwealth of Massachusetts

Acts of the Year 1943

Chapter 279

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

Be it enacted, etc., as follows:

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

Approved May 14, 1943.

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of at least two members, one of whom shall be the Treasurer, who shall be chairman of the Committee; the Trustees may appoint additional members of the Finance Committee at any special meeting. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee un-

der the will of Isabella Stewart Gardner or otherwise, the keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special

meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

REPORT OF THE PRESIDENT



TO THE TRUSTEES:

As usual the Director's Report for the year is a thorough and understanding one leaving little for me to report except, alas, a grievous loss to the Museum and to the Trustees in the death of their friend and fellow Trustee Richard Cushing Paine on May 10, 1966. He was elected a Trustee in 1937 and had been Vice-President since 1962. At the meeting of the Trustees on May 18 the following was incorporated in the minutes:

“Richard Paine was just the man to be a perfect Trustee of the Isabella Stewart Gardner Museum. He loved everything about the Museum—the collection, the music, the flowers—and he loved them not in any pious sense as symbols of culture or improvement but quite simply for their own sake. It was rather difficult to discover that he was an expert horticulturalist and that he moved with a familiar and sure step in the worlds of art and music, because he was the last person to drop a name or make any sort of pretense as a connoisseur. But when there were decisions to be made he made himself heard and his judgment and taste were invaluable to the Museum. Of course in the field of finance he stood second to none, and the present secure position of the Museum is due in great measure to his expert professional guidance.

“For all this, we shall not remember him primarily as the perfect Trustee but as a friend. Most of us had a good many associations with him, on other boards as well as

this, at the Tavern Club or in some other agreeable society. We always particularly looked forward to seeing him. He had a special talent for companionship and his presence at any gathering lent it an infectious spirit of community, whether the purpose was to hold a board meeting or to enjoy a glass of wine. He gave our meetings here a special and lasting flavor.”

Thanks to the expert knowledge of the Director and his devotion, and that of the entire staff, the fabric and operation of the Museum are in excellent shape.

G. PEABODY GARDNER,
President

February 13, 1967

REPORT OF THE DIRECTOR



TO THE TRUSTEES:

In many museums, and surely in this one, a span of ten years would allow a better assessment than does twelve months. Over the longer time, one change, among many that are not seen by visitors, can be recorded as being valuable to the collection and to its housing: a reduction of the difference in air-held moisture between winter and summer. Months of study, planning, engineering, and mechanical skill were spent in providing for that reduction and a few years of trial and adjustment have proved its results. During the time when central heating is in operation the air of the galleries can now be kept to a relative humidity which is only a few per cent below that of the warm season. Structural elements and objects of wood are free from shrinking and swelling with variations in their moisture content. Another change during the past ten years brings improvement and also difficulties.

Late in 1958 tours were begun, morning and afternoon, on each of the three closed days. The aim was to allow visitors admittance, in one way or another, all days of the week. In 1959 this privilege was extended to five days a week during August when the museum is regularly closed. Visitors taking these tours during the first full year were 3,178. By 1966 the number had reached 6,663. Thirty in a single group making the tour is a relative limit for reasons of adequate speaking and of security. With each group there must go a guard and a docent. The difficulty lies in uncertainty as to the number which may arrive. So far, even in extreme circumstances, the Secretary for the Collection and

the Security Foreman have been able to manage demands on their resources but the tax on ingenuity and loyalty has been heavy. All visitors who came on time have been accommodated. More could not have been, and means are sought to hold numbers within bounds.

A few variables fit more neatly into an annual container. Perhaps the chief of these in Staff operation has been the assignment of Frederick den Broeder for a year by the Ford Foundation under its Museum Curatorial Training Program. Mr. den Broeder, University of Michigan and London University, had a previous year of the Program at the Cleveland Museum of Art. His work in the Gardner Museum began in September, 1966. The year was first in the publication of a small periodical, *Fenway Court*, which is expected to be issued in six to eight numbers annually. Contents are notes and articles about objects in the collection. The former *Calendar* is abandoned and musical programs are printed in a weekly folder. The cycle of potted plants, in flower and grown in the museum's greenhouse, have followed their usual seasonal course with a perceptible increase of number and of variety. The outside gardens were a source of evident interest to many hundreds of visitors.

Close to 200 programs of music during the year have drawn substantial audiences and often have been reviewed in newspapers of Boston. These programs were notable for diversity. Compositions carried dates from the Renaissance to 1966 and some of the recent pieces were presented for the first time. Many were familiar as were many performers' instruments but combinations were often novel: brass with percussion for jazz; voice with woodwind; a revived harpsichord with *pedalier*, from the time of Bach, was heard for the first time in Boston. There was one production of drama.

Musicians came from neighboring cities of the East and from this city; a few from the West and from abroad. The numerous concerts through eleven months hold, for musicians of Boston, an ample opportunity.

Much of the occupation with maintaining the museum's buildings and equipment went into small repairs and construction of furnishings for utility. Lighting and wiring were replaced and extended. Parts of the roof were replaced. A large space in the annex was converted into offices that were needed. The cold frames at the greenhouse were rebuilt and new benches installed where old ones got beyond repair. The care of the collection has a similar record for the year: frames and furniture; small sculptures, a Chinese painting; silver and other metal objects, and routine repairs done in the galleries. Two large tapestries took uncounted hours of needlework mending, and many other pieces were treated.

Attendance of visitors reached a slightly higher number than in 1965, and, against 1956, the increase was more than 73 thousand. The record is:

	<i>1966</i>	<i>1965</i>
Weekdays	85,648	76,530
Sundays	58,827	57,341
Closed-day tours	6,663	5,420
Special visits during closed hours	6,029	7,658
Total	<u>157,167</u>	<u>146,949</u>

	<i>Groups</i>	<i>Persons</i>
Scheduled tours on open days	152	3,682
Special visits, no tours	15	4,833
Boston public schools	17	747
Schools outside Boston	97	4,045

Colleges & technical schools	35	1,506
Other organizations	73	2,946

Special visits of more than 100 persons were: Goethe Society of New England, March 14 (451); Eastern Arts Association, March 16 (599); Saint Sebastian's Country Day School, April 15 (285); Yugoslav Exchange Visitors in New England, April 19 (211); Boston Opera Company, April 26 (314); King's Chapel, April 27 (110); State College at Boston, senior class, May 6 (285); Friends of the Beacon Hill Nursery School, May 20 (303); Radcliffe Club of Boston, June 7 (208); American Cancer Society, September 10 (290); Emmanuel College, freshman class, September 14 (355); Newton Citizens for Operation Exodus, September 17 (149); National Food Editors' Conference, September 28 (173); American Society of Women Accountants, September 30 (277); Council of Friends of the Boston Symphony Orchestra, November 7 (219); Consulate of Mexico, December 2 (206); Helicon, Inc., December 9 (210).

Return at the Sales Desk for the museum's publications was:

	1966	1965
Books	\$1,857.25	\$1,673.88
Guides and Information		
Folders	2,596.10	4,221.87
Cards	3,686.68	2,415.65
Color Transparencies	2,963.65	1,878.82
Miscellaneous	518.89	1,206.85
	<u>\$11,622.57</u>	<u>\$11,397.07</u>

Death has taken two of the Staff: John J. Hammond, guard, on May 9 and Walter E. Leslie, guard and former

maintenance technician, on August 7. Three have resigned: Henry H. Balos as publications consultant on June 30, Charles E. Staats, Jr. as conservation technician on June 30, and Edmund A. Webb as guard on December 31. Five have been engaged for regular duties: Joseph Miniutti, watchman, February 1; Frank R. Faust, guard, March 8; Alfred J. Donnell, guard, May 19; Clement Reardon, guard, September 6; Ana Wertelecki, technician in conservation, October 17. Working with the collection on restricted work schedules were Marilynn Bever, Paula Kozol, Cecily Morse, and Vincenzina Romano. Students were engaged for limited periods: Gail S. Davidson, Philip Dow, Shaunagh Guinness, Linda Hewitt, David Maliff, and Roy Perkinson.

At the annual memorial Mass, Thursday, April 14, 9 A.M., the celebrant was the Reverend Father Alfred Pedersen, S.S.J.E.

Respectfully submitted,

GEORGE L. STOUT

REPORT OF THE TREASURER

STATEMENT OF ASSETS AND FUNDS - DECEMBER 31, 1966 AND 1965

ASSETS	Current Working Funds			Combined Funds—	
	General Fund	Pension Fund	Maintenance and Depreciation	Current Surplus Account 1966	December 31, 1965
CASH	\$ 4,881	\$ 2,218	\$ 660	\$ 57,053	\$ 171,484
Investments (Note 1):					
Bonds (quoted market at December 31, 1966, \$5,471,530)	4,255,341	1,044,203	516,207	39,813	5,595,006
Common stocks (quoted market at December 31, 1966, \$8,094,187)	3,946,185	-	-	-	3,916,589
Museum Property, at appraised values (Note 2):					
Land and buildings	\$ 366,400	\$ -	\$ -	\$ -	\$ 366,400
5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated, representing—					
Contents of Museum building	4,015,000	-	-	-	4,015,000
Lot and greenhouse	49,000	-	-	-	49,000
	\$ 4,430,400	\$ -	\$ -	\$ -	\$ 4,430,400
	\$12,636,807	\$1,046,421	\$516,867	\$96,866	\$14,113,479
FUNDS					
General Fund	\$12,636,807	\$ -	\$ -	\$ -	\$12,579,513
Pension Fund	-	1,046,421	-	-	1,002,823
Current Working Funds:					
Maintenance and depreciation	-	-	516,867	-	490,600
Current surplus account (Note 3)	-	-	-	96,866	40,543
	\$12,636,807	\$1,046,421	\$516,867	\$96,866	\$14,113,479

The accompanying notes are an integral part of these financial statements.

STATEMENT OF GENERAL FUND INCOME RECEIVED,
EXPENDITURES AND APPROPRIATIONS
FOR THE YEARS ENDED DECEMBER 31, 1966 AND 1965

	1966	1965
<i>Income received:</i>		
Income from general fund investments—		
Interest on bonds	\$173,693	\$168,818
Dividends on common stocks	266,576	244,365
Sales of catalogues, postcards, etc. at Museum	11,623	11,397
	<u>\$451,892</u>	<u>\$424,580</u>
<i>Expenditures:</i>		
Museum operating expenses—		
Maintenance and security	\$158,821	\$158,370
Gardening and grounds	44,170	40,429
Music	30,146	27,160
Care of collection and paintings	15,174	15,759
Administration	65,703	71,492
Insurance	8,739	4,362
Compensation of managing trustees	3,920	3,940
Professional services	17,000	17,356
Social security taxes	9,028	7,266
Employees' Blue Cross and Blue Shield	9,610	6,735
Miscellaneous general and administrative expenses	3,258	1,168
	<u>\$365,569</u>	<u>\$354,037</u>
Excess of income over expenditures	\$ 86,323	\$ 70,543
Appropriations for:		
Pension fund	20,000	20,000
Maintenance and depreciation	10,000	10,000
Excess of income received over expenditures and appropriations	<u>\$ 56,323</u>	<u>\$ 40,543</u>

The accompanying notes are an integral
part of these financial statements.

STATEMENT OF CHANGES IN FUNDS
FOR THE YEARS ENDED DECEMBER 31, 1966 AND 1965

	<i>Current Working Funds</i>			<i>Combined Funds</i>	
	<i>General Fund</i>	<i>Pension Fund</i>	<i>Maintenance and Depreciation</i>	<i>Current Surplus Account (Note 3)</i>	
				1966	1965
Balances, December 31, 1965	\$12,579,513	\$1,002,823	\$490,600	\$40,543	\$13,308,827
Excess of income received over expenditures and appropriations	-	-	-	56,323	40,543
Net gain (loss) from sales of securities (Note 1)	57,294	(1,068)	(2,674)	-	700,190
Income from investments of:					
Pension fund	-	39,806	-	-	35,101
Maintenance and depreciation	-	-	18,941	-	16,725
Pensions paid	-	(15,140)	-	-	(17,907)
Appropriations from income for:					
Pension fund	-	20,000	-	-	20,000
Maintenance and depreciation	-	-	10,000	-	10,000
Balances, December 31, 1966	<u>\$12,636,807</u>	<u>\$1,046,421</u>	<u>\$516,867</u>	<u>\$96,866</u>	<u>\$14,113,479</u>

The accompanying notes are an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1966

1. *Investments*

Investment securities held in the general fund are stated at cost, less amortization of bond premium, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are stated at cost. Gains and losses from sales of securities have been determined on the basis of these stated amounts.

2. *Museum Property*

The Museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

3. *Restriction upon Surplus of Income*

The Trustees are directed under the Will of Isabella Stewart Gardner to pay to certain named hospitals any surplus of income which in the opinion of the director and Trustees will not be needed for the proper and reasonable maintenance of the Museum. These amounts, if any, are payable at the end of successive five-year periods and the next such period ends in 1969.

REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

The Trustees

The Isabella Stewart Gardner Museum, Incorporated *Trustee under the Will of Isabella Stewart Gardner:*

We have examined the statement of assets and funds of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner as of December 31, 1966, and the related statements of general fund income received, expenditures and appropriations and changes in funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The statements for the year ended December 31, 1965, which are presented for comparative purposes, were examined and reported on by other public accountants.

The accounts of the Museum are maintained on the cash basis, and the accompanying statements have been prepared on that basis. The Museum has consistently followed the practice of expensing capital assets acquired subsequent to December 24, 1936, and of making no provision for the depreciation of Museum buildings; however, appropriations for maintenance and depreciation are credited to the maintenance and depreciation fund when authorized by the Trustees.

In our opinion, the accompanying statements present fairly the assets and funds of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner as of December 31, 1966, and its general fund income received, expenditures and appropriations and changes in funds for the year then ended, in accordance with the method of accounting mentioned above, applied on a basis consistent with that of the preceding year.

ARTHUR ANDERSEN & Co.

Boston, Massachusetts
February 10, 1967.

One hundred twenty-five copies of this report/book were printed, twenty-five of which were bound in boards and one hundred in wrappers, by The Anthoensen Press, Portland, Maine.

